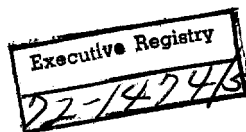


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3 MAY 1972

**MEMORANDUM FOR: Executive Director-Comptroller**

**SUBJECT : IG Survey of the Imagery Analysis Service**

1. I have reviewed the Inspector General's survey of the Imagery Analysis Service (IAS), and I am understandably pleased with its favorable findings. It is reassuring to have an independent judgment confirm my own high opinion of the relevance of IAS and the highly effective manner in which it does its job.

2. The survey team is to be commended for its appreciation of the imagery function performed by IAS and its relation to the work of the production offices in this Directorate and DDS&T. The team's understanding of the particular problems facing the IA careerist is clearly demonstrated in the survey. There is only one general finding with which I would disagree and that is in the statement regarding lack of "visible headroom" for the IA careerist. As the survey makes clear, IAS, as a young and growing career service, enjoyed a high rate of promotion in the past. This high rate obviously had to decline as IAS matured. Nevertheless, the fact is that IAS has considerable headroom for promotion, although the promotion rate admittedly has slowed further this past year as IAS and all components of the Directorate have complied with the OMB injunction to hold average grade levels constant.

3. The recommendations made by the IG survey team were put forth to improve the overall administration and management of IAS and to lessen some of the "people-oriented" problems noted by the team. The recommendations were constructive and generally acceptable to myself and the leadership of IAS. I find that most of

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EXECUTIVE REGISTRY FILE

IG/IAS

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Executive Registry

72-1474/3

20 MAR 1972

MEMORANDUM FOR : Director of Personnel  
THRU : Deputy Director for Support  
SUBJECT : IG Survey of the Imagery Analysis Service

1. Please note the attached copy of a memorandum to DDI commenting on the IG Survey of the Imagery Analysis Service. This survey has some useful comments to make on the problems of young analysts recruited as college graduates to perform technical functions. The questions arise whether they are given a full understanding of the conditions under which they will be working and whether we have appropriate mechanisms for their growth, career potential and transfer, with a clear selection process. As you are well aware, analogous problems may exist in other offices and Directorates, such as:

DDP/ISD

DDI/NPIC

DDI/CRS

Perhaps some of the DDS components

5F H

2. I would appreciate your comments on this kind of problem, the degree to which it exists in the Agency and your thoughts as to how we might alleviate it through changes in recruitment procedures, training programs, standardization of selection processes for rotation or transfer to new functions, etc. I would be particularly interested in suggestions for over-all policies, procedures or standards we could discuss with the Deputies.

/s/ W. E. Colby

W. E. Colby  
Executive Director-Comptroller

Attachment:

Memo to DDI,

Ex-Dine/Walkjeit

Distribution:

Original - Addressee 1 - DDS (1) - ER 1 - WEC 1 - IG

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IG/IAS

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DDI-909-72

MEMORANDUM FOR : Deputy Director for Intelligence

SUBJECT : IG Survey of the Imagery Analysis Service

1. Forwarded herewith is the Inspector General's report of the survey of the Imagery Analysis Service. You have already received copies forwarded separately to you by the IG.

2. I am delighted to note the over-all favorable tone of this report. I am particularly pleased to note the credit given the Director, Howard Stoertz, and the reflection of the excellent relations with NPIC. The interface between these two services working in such a similar field could be marked by friction and bureaucratic problems; it is a credit to the leadership on both sides and to the DDI sense of teamwork that it is as the IG report notes it.

3. I would appreciate your response to the recommendations in the attached report by 1 May. I am sending a separate memorandum to the DDP with respect to recommendation number 5, inviting him to consider ways to increase the use of IAS by the CS.

4. I note the remarks on page 43, paragraph 12, with respect to Equal Employment Opportunity. This of course fits in our over-all review of CIA's policies and performance on this important subject. I hope you will give attention to this problem in the context of our over-all effort.

5. I confess some concern as to the problems we may experience with the young analysts (pages 40, et seqq.). By a copy of this memorandum, I am asking the Office of Personnel to consider their situation in conjunction with others in somewhat similar situations in the various Directorates. I fully understand the motivation behind hiring college graduates, even with advanced degrees, and starting them off on technical work. At the same time, if we do so, I think we should have a very clear presentation to those individuals that this is what is going to happen to them before they start and a very clear

IG/IAS

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Suspense 1 May

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system of growth and career potential. One alternative to the problems this can create may be to hire less academically qualified but more technically qualified individuals for long-term performance of technical functions. Another is to work out the kind of rotation arrangement, (recommendation number 7) or a system of selection for transfer to more substantive analytical posts elsewhere in CIA (recommendation number 8). This kind of a problem is by no means unique to IAS as I know it exists in various places in the Agency. It is for this reason I am asking the Office of Personnel to take a look at how general a problem it is so that we can perhaps combine the experience and wisdom of various Directorates in seeking its solution.

/s/ W. E. Colby

W. E. Colby  
Executive Director-Comptroller

cc: D/Personnel

ExDir/WEC:ji  
Distribution:  
Original - Addressee  
1 - ER  
1 - WEC  
1 - D/Personnel  
1 - IG  
(1) - ER (Suspense - 1 May)

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